

HIGHLIGHTS OF THE SIX SECRETS OF CHANGE

What the Best Leaders Do to Help Their
Organizations SURVIVE and THRIVE

by Michael Fullan

I. LOVE YOUR TEACHERS.

- If you build your organization by focusing on your students without making the same careful commitment to your teachers, you won't succeed for long.

2. CONNECT PEERS WITH PURPOSE.

- Leaders need to embed strategies that foster continuous and purposeful peer interaction.
- Leaders need to provide good direction but the growth comes through peers working and growing together.

3. CAPACITY BUILDING PREVAILS.

- This means leaders focus on building individual and team capacity. Capacity consists of new competencies, new resources (time, ideas, expertise), and new motivation.
- It means you do so with nonjudgementalism but provide lots of examples to keep peers moving forward.

4. LEARNING IS WORK.

- Too much going to workshops, taking short courses, and the like and far too little learning while doing the work. Learning external to the job can represent a useful input, but if it is not in balance and in concert with learning in the setting in which you work, the learning will end up being superficial. Learn by doing.

5. TRANSPARENCY RULES.

- This means providing a clear and continuous display of results, and clear and continuous access to practice (what is being done to get the results).
- Celebrate the changes that you want to see.

6. SYSTEMS LEARN.

- Systems can learn on a continuous basis. The synergistic result of the previous five secrets in action is tantamount to a system that learns from itself.

WHAT YOU SHOULD DO

1. *Act and talk as if you were in control and project confidence.*
2. *Take credit and some blame.*
3. *Talk about the future.*
4. *Be specific about the few things that matter and keep repeating them.*